



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
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Second District

ZEV YAROSLAVSKY
Third District

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MICHAEL D. ANTONOVICH
Fifth District

December 16, 2011

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

STRENGTHENING HOMELESS SERVICES UPDATE AND "HOME FOR GOOD, THE ACTION PLAN TO END CHRONIC AND VETERAN HOMELESSNESS BY 2016" - 180-DAY REPORT

On December 7, 2010, your Board, on a joint motion by Supervisors Yaroslavsky and Ridley-Thomas, directed the Chief Executive Office (CEO) to instruct the Departments of Health Services (DHS), Mental Health (DMH), Public Health (DPH), Public Social Services (DPSS), and the Community Development Commission (CDC) to review the *Home for Good Plan* to prioritize recommendations for implementation and to work with these departments to identify resources that can be integrated and realigned with housing opportunities to create Permanent Supportive Housing (PSH). On April 19, 2011, your Board, on a joint motion by Supervisors Ridley-Thomas and Yaroslavsky and with an amendment by Supervisor Antonovich, approved recommendations one through ten from the 60-Day Report on the *Home for Good Plan*. This 180-day report provides your Board with the progress to date on implementing each recommendation. Please note that some of the recommendations have been combined due to similarities in content and activities that have evolved into parallel processes.

Recommendation Number 1: Establish a policy that prioritizes chronically homeless individuals and families for county services and housing resources.

Action Taken (Recommendation Number 1): On December 7, 2010, your Board adopted a Countywide policy to end chronic and veteran homelessness within five years. On April 19, 2011, your Board reiterated the commitment to the prioritization of chronically homeless individuals and families.

"To Enrich Lives Through Effective And Caring Service"

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Action Taken (Recommendation Number 1): On December 12, our office sent the attached letter (Attachment A) to each of the 88 cities providing them with the above-referenced policy to end chronic and veteran homelessness within five years by creating PSH. This letter asked that each city endorse this prioritization and provide us with information about their contributions to ending homelessness. This is an opportunity for us to collaborate with the jurisdictions to review potential partnerships that could promote the implementation of more permanent housing for chronically homeless and homeless veterans, as well as for other homeless populations.

Future Action Planned: Begin dialogues with jurisdictions that respond to the letter regarding opportunities for better integration and leveraging of current and future city investments with County resources.

Consolidated Recommendation Numbers 2, 5, and 10

Recommendation Number 2: Instruct the County's DHS, DMH, DPH, DPSS and CDC to work with the CEO to develop a supportive housing services model using the service resources identified within the Home for Good-60-Day Report.

Recommendation Number 5: Instruct the CEO and the County departments named above to develop a strategy for the County and our public/private partners to align our various resources and systems of care including housing, rental subsidies, and supportive services. This should include a strategy for collaborative procurement of these resources.

Recommendation Number 10: Instruct the CEO to work with DHS to determine the feasibility of using a portion of the ongoing Homeless Prevention Initiative (HPI) funding as a local match for the Low Income Health Program/Healthy Way L.A. (HWLA) to provide supportive services aligned with housing.

Action Taken (Recommendation Number 2): DMH has finalized the Request for Proposals (RFP) process for the Mental Health Services Act Innovations Integrated Mobile Health Teams and expects that contracts should be executed within the next few months. The goal of the project is to house and provide wrap around services for 500 severely mentally ill homeless individuals.

Action Taken (Recommendation Number 2): In the current City of Industry (Industry) Notice of Funding Availability (NOFA), CDC will be negotiating to allow increased case management staff costs to be built into special needs housing projects to be paid from cash flow in cases in which the incoming revenue is significant enough. This arrangement will likely only be provided for developments with project-based Section 8 vouchers.

Further Action Planned: CDC will continue to check with other public housing funders to ensure that this policy shift is in alignment with their processes. CDC will also attempt to determine the level of support needed from Project-based Section 8 vouchers to support case management costs.

Future Action Planned (Recommendation Number 2): Our office will work with CDC to plan a meeting with the homeless and planning deputies in Spring 2012 to review the current Community Development Block Grant (CDBG) funding allocations and to learn about possible activities that CDBG could fund in the future to support the implementation of new, rehabbed or scattered site permanent supportive housing projects for homeless individuals and families.

Action Taken (Recommendations 2, 5): Our office and Los Angeles Homeless Services Authority (LAHSA) have begun a process to identify chronically homeless individuals and other homeless population targets within our systems of care to prioritize them for services and housing resources regardless of which County agency or community provider door they enter. This process will be achieved using the new Enterprise Linkages Program (ELP), which intends to include LAHSAs data from the Homeless Management Information System (HMIS). Our office and LAHSA facilitated a meeting on October 18, 2011 for the Housing Departments and Housing Authorities of both the City and the County to determine if they would be willing to make access to their funding predicated on accepting referrals from the listing of prioritized individuals. They agreed to this concept and to addressing the logistics of how to implement this policy change.

Future Action Planned: The Service Integration Branch (SIB) is currently working on implementing the ELP which will capture service utilization data for clients of DHS, DMH, DPH, DPSS and the Sheriff's and Probation departments as well as the Department of Children and Family Services (DCFS). Once the ELP is fully implemented and agreements have been executed, SIB plans to execute an agreement with LAHSA to share data between the ELP and HMIS. Our office met with the County departments on December 1, 2011 to begin planning to use ELP to target and flag several homeless populations, including chronically homeless and severely mentally ill.

Action Taken (Recommendation Numbers 2, 5): LAHSA is developing an assessment tool to review all Supportive Services Only (SSO) programs to be implemented in early 2012. This assessment will provide LAHSA with the framework to determine which SSO programs result in reductions of homelessness and will continue to be eligible for renewal in the 2012 SuperNOFA process. LAHSA will be presenting this tool and the proposed process to their commission in December 2011.

Action Taken (Recommendation Numbers 2, 5, 10): A Home for Good Funders Collaborative has been established to explore opportunities to leverage and braid various public/private funding sources to implement PSH for chronically homeless and homeless

veterans. The Collaborative includes our office, DHS, DMH, DPH, CDC and the Housing Authority of the County of Los Angeles (HACoLA).

Further Action Planned: Any collaborative efforts pursued within the Funders Collaborative that includes County resources and requires an agreement or amendments to contracts will be brought to your Board for consideration.

Action Taken (Recommendation Number 5): Our office reviewed the HPI ongoing funded programs and identified \$941,029 that could be redirected towards activities that are not otherwise funded by County service departments. This funding is currently allocated to DPSS for both a housing location program, which is no longer operational and for out-stationed eligibility workers at LAC+USC Medical Center to take General Relief (GR) applications of homeless individuals being discharged. Since the inception of the program in 2008, the out-stationed eligibility program has spent approximately \$185,000 of \$588,000 allocated per year and has not been able to assist a significant enough number of patients to justify the same level of support of County HPI funds.

Future Action Planned: Our office will develop recommendations to redirect these unspent HPI funds to other opportunities that support the development of permanent housing with supportive services for homeless populations. Any such recommendations will be brought to your Board for consideration.

Action Taken (Recommendation Numbers 5, 10): In early 2012, DHS intends to implement a supportive housing initiative to improve the health and well-being of homeless individuals who are hospitalized for greater lengths of time and/or have repeated and unnecessary contact with public health and other support systems. This Initiative was presented at a health deputy briefing on October 19, 2011, to which the homeless deputies were invited. In the short term, it aims to partner DHS service resources with Los Angeles Housing Department (LAHD) and the Housing Authority of the City of Los Angeles (HACLA) rental subsidy resources to implement 44 units of housing. In addition, DMH and DPH have agreed to partner in this effort. DHS, DMH and DPH are also collaborating with HACLA and LAHD in their NOFA scheduled to be released on December 1, 2011. Through this NOFA, projects serving chronically homeless individuals with special needs will be required to receive applicant referrals from the County departments and will be required to collaborate with County departments on the final support services plan to serve this population. In the long term, this initiative will offer similar partnerships with other housing departments/authorities within Los Angeles County and specifically with the CDC in their Fall 2012 NOFA for housing development and operations.

Future Action Planned: DHS will be developing a RFP for the management and supportive services of the 44 properties and hopes to secure a provider, execute a contract and begin lease-up in the first half of 2012.

Action Taken (Recommendation Number 10): Your Board offices, CDC, DHS, DMH, DPH, CEO, along with United Homeless Healthcare Partners, LAHSA and others continue to encourage and promote partnerships between HWLA providers and their corresponding DMH clinics or contracted partner with PSH developers and housing providers. Due to this consistent and strong messaging, these partnerships have dramatically increased throughout the County. This ensures that all PSH being implemented either offers on-site health or mental health or maintains strong linkages to these providers within their communities.

Future Action Planned: Our office will continue to develop and enhance these partnerships by providing technical assistance and by matching health and mental health care providers with housing developers/providers within communities. These collaborative efforts ensure that homeless individuals and families have quick and regular access to supportive services as soon as they are housed.

Action Taken (Recommendation Number 10): Our office met with LAHSA and DHS representatives on November 29, 2011 to develop strategies to be implemented by LAHSA outreach staff and other LAHSA contracted providers, such as shelters, to facilitate the HWLA enrollment process of homeless individuals.

Future Action Planned: DHS and LAHSA will develop a plan to be implemented by LAHSA outreach staff to assist in the HWLA enrollment process. This plan will likely include training, regular communication with HWLA providers, and ways to address the difficulty homeless have in accessing a HWLA clinic and acquiring documentation to verify eligibility, etc.

Consolidated Recommendation Numbers 3, 4, and 6

Recommendation Number 3: Instruct the CEO to work with LAHSA and the Housing Authorities (HAs) within the County to develop a plan to increase the number of housing certificates and vouchers allocated to the County and to explore the feasibility of increasing the number of housing certificates and vouchers targeting chronically homeless individuals and families.

Recommendation Number 4: Instruct the CEO to work with LAHSA, DMH, Veteran's Administration and the HAs within the County to develop a plan to review all Shelter Plus Care (S+C) certificate holders to determine if they continue to need the level of supportive services required by S+C. Explore access to other rental subsidies and/or alternatives to housing vouchers for those tenants who can transition off a S+C certificate to a lower level supportive service.

Recommendation Number 6: Instruct the CEO to work with LAHSA to evaluate McKinney-Vento funded programs that are automatically renewed every year and to develop a plan to ensure that the new Homeless Emergency Assistance and Rapid

Transition to Housing (HEARTH) Act emphasis on ending homelessness is central to the use of Housing and Urban Development (HUD) resources funded under the Los Angeles County Continuum. This plan should include a process for LAHSA and the County and City HAs to distribute joint RFP for Continuum of Care Program dollars, which includes Supportive Housing Programs (SHP), S+C and Single Room Occupancy Moderate Rehabilitation.

Action Taken (Recommendation Number 3): In the proposal to HUD for their McKinney-Vento NOFA, LAHSA applied for 196 new S+C certificates to support PSH totaling \$13.5 million in new project requests.

Action Taken (Recommendation Number 3): HACLA has offered some tenant-based rental subsidies to partner with County directly operated or contracted supportive service providers to house chronically homeless and/or homeless who are severely mentally ill within the City of Los Angeles. On November 4, 2011, DMH, DHS and our office met with HACLA to explore how to achieve this partnership.

Further Action Planned: DMH, DHS, DPH and our office plan to continue meeting to develop a collaborative process between HACLA and the referenced County service departments for existing services to be aligned with HACLA's housing resources.

Action Taken (Recommendation Numbers 3, 4): On September 19, 2011, our office facilitated a quarterly meeting with the homeless and planning deputies of each of your Board offices. At this meeting, there was consensus that our office prepare a proposal to reduce some of the regulations that make it challenging for homeless individuals to access this resource. In addition, we discussed increasing the number of homeless set-asides in the housing choice voucher program for service providers who can provide an adequate level of supportive services and for individuals who are able to step down from an S+C certificate.

Further Action Planned: By February 2012, our office will have a draft proposal to your homeless and planning deputies that will include solutions to the concerns raised by HACoLA in regards to implementing such changes. In addition, HACoLA agreed to develop a plan to address the 20 percent vacancy rate of the homeless set-asides, such as reassigning unused vouchers to sponsors who have fully leased their allotment.

Action Taken (Recommendation Number 6): LAHSA has been working with Corporation for Supportive Housing and Enterprise Community Partners under a HUD grant to provide technical assistance to transitional housing providers interested in shifting to permanent housing. Four transitional housing programs have been identified as pilots to transition to permanent supportive housing representing four distinct transitional housing models and 109 permanent supportive housing beds.

Further Action Planned: Using these 4 transitional housing programs as demonstrations, LAHSA and the other partners intend to evaluate the results and apply lessons learned to encourage and support other transitional housing programs to make this shift as well.

Action Taken (Recommendation Number 6): In preparation for the 2012 SuperNOFA, LAHSA conducted a single RFP process for S+C certificates which will be administered by HACLA and HACoLA

Action Taken (Recommendation Number 6): LAHSA has implemented performance targets for all current and future contracted providers that center on getting homeless clients permanently housed with the appropriate level of supportive services needed to allow them to successfully retain their housing consistent with HUD and HEARTH metrics.

Further Action Planned: Beginning in 2012, LAHSA plans to annually review and revise the targets to ensure programs stay focused on housing as a priority.

Recommendation Number 7: Instruct DPSS to work with the CEO to explore the possibility of setting-aside a portion of the 10,000 rental subsidies to target disabled GR recipients who are chronically homeless and pursuing Supplemental Security Income (SSI). This plan should include an alignment of supportive services and a discussion of housing models such as master leasing that could result in efficiencies.

Action Taken (Recommendation Number 7): 1,540 rental subsidies for homeless GR participants have been utilized since the GR Housing Subsidy and Case Management Project began in July 2006.

Further Action Planned: DPSS still intends to increase this number to 10,000 by December 2014.

Action Taken (Recommendation Number 7): Our office, DMH and DPSS have developed a plan to enroll 50 new GR recipients who have severe mental illness into Full Service Partnerships (FSPs), which will include housing and the establishment of SSI. DMH co-located staff in the DPSS offices began initiating these referrals to Full Service Partnership on December 1, 2011. On November 17, 2011, DMH provided FSP training to its Co-located Disability Assessment Project clinicians at the Metro Special, South Special and Rancho Park DPSS offices.

Further Action Planned: DPSS is preparing a commitment letter for DMH confirming the funding to supplement housing costs for these new FSP participants.

Action Taken (Recommendation Number 7): Our office and DPSS have explored master leasing as a possible housing model for GR recipients who are disabled, chronically homeless and on the SSI track.

Further Action Planned: The master leasing model would require DPSS to be responsible for evicting tenants if the GR recipients are not found to be SSI eligible. Because of this, DPSS has presented the master leasing model to County Counsel and is waiting for a response regarding whether this strategy can be pursued.

Recommendation Number 8: Instruct the CEO to create a workgroup of high level executive and fiscal staff from the County departments named above and the Auditor-Controller's Office to explore opportunities for greater revenue maximization.

Action Taken (Recommendation Number 8): Our office plans to contract with a MediCal expert within the next 6-9 months to review our MediCal activities to determine if greater revenue maximization is possible for our County departments to implement individually and/or in an integrated manner.

Further Action Planned: The long-term objective is to hire a position to perform revenue maximization activities Countywide. Once an individual has been hired, a workgroup can be established to explore such opportunities.

Recommendation Number 9: Instruct the CEO to work with LAHSA to ensure that County departmental data systems are compatible with HMIS as the system of record for tracking the demographics, needs, and outcomes of chronically homeless individuals and families.

Action Taken (Recommendation Number 9): The Hilton Foundation secured funding and have hired Abt Associates to analyze the various data systems used in the County to track homeless individuals and families and to quantify the use of services and the corresponding outcomes. The goal of this effort is to improve our ability to use data to prioritize homeless for housing and to achieve housing goals in Los Angeles County. The kick-off meeting for this effort was held on November 17, 2011.

In addition to the above referenced actions, the following activities have had no action to date, but will be addressed in the future:

1. DHS and DMH have agreed to work with our office on a plan to partner HWLA providers and their corresponding DMH contracted providers geographically with housing developments/providers to promote housing and supportive service partnerships with the goal of developing additional PSH opportunities within communities.
2. LAHSA plans to go through a strategic planning process in 2012 to establish overarching goals to guide the agency through changes resulting from federal and state legislation and the shifting economic situation.

Each Supervisor
December 16, 2011
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If you have any questions or require additional information, please contact Trish Ploehn, Assistant Chief Executive Officer, at (213) 974-4532 or via e-mail at tploehn@ceo.lacounty.gov.

WTF:TP:LB
EB:ar

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Community Development Commission
Health Services
Mental Health
Public Health
Public Social Services
Housing Authority of the City of Los Angeles
Los Angeles Homeless Services Authority



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles **CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration
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December 6, 2011

Mr. Steve Hoefs
City Manager
P.O. Box 707
Avalon, CA 90704

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

Dear City Manager Hoefs:

The County of Los Angeles has committed to partnering with other governmental, private, nonprofit provider and philanthropic communities on the goal to end chronic and veteran homelessness in Los Angeles County within the next several years. The Los Angeles Homeless Services Authority (LAHSA) completes a Homeless Count in Los Angeles County every two years. Based on the 2011 Greater Los Angeles Homeless Count, there are an estimated 11,078 homeless persons residing in Avalon's Service Planning Area (South Bay). This is to request your city's commitment to end chronic and veteran homelessness along with the County and our various community partners. This collaboration will facilitate an ongoing dialogue with your jurisdiction to better integrate and leverage current and future City investments along with County resources.

Local and national research, and our own County experiences in caring for this target population, has made it abundantly clear that permanent housing (PH) combined with the right level of supportive services is the method by which to make this goal a reality. The three necessary components to developing new and/or using existing resources to implement PH includes: 1. Capital funding for new affordable housing units or the identification and securing of existing rental opportunities; 2. Operational funding to provide rental subsidies, property management and other costs to maintain the housing operations; and 3. Supportive services to assist in keeping residents stable and healthy in their housing.

To this end, the County of Los Angeles (County) contributes to these components in the following ways:

1. Through the City of Industry funding, about \$12-16 million of new affordable housing development resources are made available on an annual basis. In addition, an allocation of Home Investment Partnerships Programs (HOME) funds are made available on an annual basis.

Steve Hoefs
December 6, 2011
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2. The County distributes Shelter Plus Care and Section 8 resources to various sponsors throughout Los Angeles.
3. The County Departments of Health, Mental Health, and Public Health provide supportive service resources that are aligned with permanent housing opportunities.

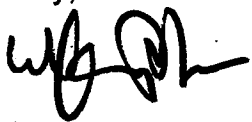
Additionally, the County has committed significant resources using HOME, Community Development Block Grants and Mental Health Services Act.

We would like to request that your city staff complete the attached form to provide us with information regarding what homeless funding your City receives, homeless efforts that are underway, and/or information on any future endeavors that might lead to the implementation of PH for homeless populations within your communities.

This exercise will provide us with information about your city's contributions to ending homelessness and will help us to collaborate more effectively with your jurisdiction to promote more permanent housing for chronically homeless and for veterans, as well as for other homeless populations.

You will also be receiving this letter and survey via email in order to insert your jurisdictions information. Please return the survey to Libby Boyce at eboyce@ceo.lacounty.gov. If you have any questions or need further information, please contact Ms. Boyce at 213-974-4673.

Sincerely,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:TP
LB:EB

Attachment